

GUJARAT TECHNOLOGICAL UNIVERSITY
MBA - SEMESTER-I • EXAMINATION – WINTER 2013

Subject Code: 2810004**Date: 01-01-2014****Subject Name: Organizational Behavior (OB)****Time: 10.30 am – 01.30 pm****Total Marks: 70****Instructions:**

1. Attempt all questions.
2. Make suitable assumptions wherever necessary.
3. Figures to the right indicate full marks.

Q.1 (a) The OB Model helps organizational members to understand various individual, group and organizational processes. These processes invariably contribute to individual, group and organizational effectiveness. Explain this statement giving suitable examples. **07**

(b) What do you understand by “Organisational Culture” Discuss some important guidelines for managing cultural differences at work so that organizations can perform effectively and efficiently. Give suitable examples. **07**

Q.2 (a) Among the various Leadership Skills are i) Creative Problem Solving, ii) Knowledge, iii) Emotional Intelligence and iv) Time Management. Explain giving suitable examples, why and how these Leadership skills can change the way organizations work. **07**

(b) Explain the different Leadership Styles as per the Managerial Grid **07**
OR

(b) Discuss Theory X and Theory Y assumptions about human nature as discussed by Douglas McGregor. Explain the different leadership styles that are determined by such assumptions. **07**

Q.3 (a) A positive attitude towards work reflects an individual’s tendency to think, feel and behave favourably towards the organization and its goals. Discuss how the following focus areas can encourage favourable employee attitudes : **07**

- i) Structural empowerment
- ii) Employee Welfare
- iii) Individual and Group Incentives

(b) Transactional Analysis talks about Three Ego - States as components of individual Personality. Discuss the various inter-personal transactions that occur based on the ego-state that one operates from. Also discuss how favourable each transaction is towards healthy performance at work. **07**

OR

Q.3 (a) Discuss the factors that shape Personality. **07**
Explain the Five – Factor (“Big Five”) Model of Personality giving suitable examples.

- (b) Motivation is the key to good performance. Explain how managers must use the Alderfer's ERG Theory of Motivation to create a motivated workforce in the organization. Give suitable examples . 07

Q.4 (a) Explain how different Perceptual and Attributional errors limit the accuracy of perception and influence the organization adversely. Give suitable examples. 07

- (b) Is Power positive or negative? Explain giving suitable examples. What are the bases of Position Power and Personal Power in organizations ? Explain each with suitable examples on how that power can be used in the interest of the organization. 07

OR

Q.4 (a) Discuss the various elements of the Perception process. Discuss how each of these elements play a very important role in creating accurate perceptions . 07

- (b) Differentiate between Groups and Teams. What measures should be taken by an organization to make the teams more effective? 07

Q.5 (a) Discuss the various sources of conflict in an organization. Also discuss how conflicts can be and should be handled within organizations. 07

- (b) What is meant by "decision". Why are good decisions important to be taken? Explain a few measures that organizations can take for improving decision making ? 07

OR

Q.5 (a) What is Politics and is it related to power? Explain whether organizational politics are "good" or "bad" ? . Suggest measures to eliminate the negative effects of Politics in organizations. 07

- (b) Though change must happen and will happen, there are various factors that create resistance to Change. Explain these factors. Also explain what needs to be done by organizations to be pro-active to change. 07
